

A BILL PUBLICATION FAST FOOD

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Restaurant Business

JUNE 10, 1985

Domino's
franchise 'spy' page 142

Chains up TV
spending page 152

Neiman-Marcus:
A showcase
for specialty
dining

McDonald's real McCoy page 128
Salad savvy page 121
LATE LINE page 120

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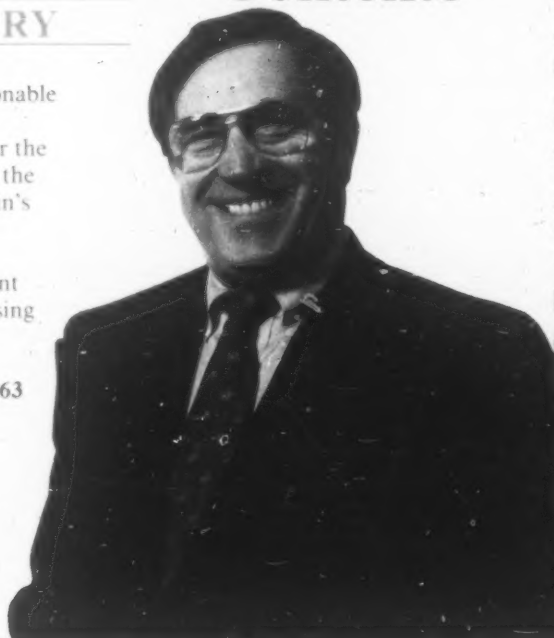
VOL. 84, NO. 9

Contents

COVER STORY

Neiman-Marcus

Foodservice is as fashionable as the merchandise in Neiman-Marcus. Under the direction of Bob Jones, the Dallas-based retail chain's four concepts and 40 restaurants add a new dimension to department store foodservice, stressing quality and racking up annual sales of \$18.2 million 163



MENU IDEAS

Salad savvy

As part of the light and healthy trend, salads are more popular than ever. Food editor Maria Cianci highlights some unusual ingredients, and in the *RB* Test Kitchen, demonstrates, step by step, tableside salad service 221



FEATURES

McDonald's

Recent renovations by franchisee Colley/McCoy retain the McDonald's essence but use unusual design elements 130

Domino's

Ann Arbor-based pizza chain strengthens franchisee relations by integrating franchisee liaison into corporate decision making 142

Television advertising

Foodservice increased TV ad spending by a whopping 31 percent in 1984, to \$929.8 million 152

Bar design

Part IV, the final segment of this series, focuses on the 'people' element 182

Computerized time management

Technology cures the headache of employee time keeping, reducing error 194

Upstart Crow

This 21-unit Calif.-based chain mixes food and literature. Combined foodservice and bookstore sales average \$1 million per unit 190

Restaurant growth

The national RE-COUNT study features the latest data on unit concentration in the restaurant industry, broken out by market category and by region 200

DEPARTMENTS

Sanitation Tips 72

RB Insights 15

RGI Spotlight

Pittsburgh 16

Editorial

The liquor liability madness 22

Publisher's Memo

Experience ANUGA 28

Up Front 32

Menu Planners Guide 76

Trade Quotes 96

Taking Stock

The convenience formula 100

Restaurant Stirrings 105

Tax Bite

Taking money out of your firm 108

Management Psychology

The sin of manipulation 112

Personal Finance

A willing executor 116

Calendar 120

Promotional Spotlight 126

Raising Your Equipment I.Q.

A case for salad bars 206

Drafts, Carafes & Spirits

Tropical temptations 211

Bar Management Guide 214

Executive Profile

Norm Habermann, Carrows 216

Design Marketplace 229

Buyer's Circle 230

Classifieds 248

Lateline 253

RB Eyes Washington 257

Restaurant Openings 258

Cover photograph by George Selland.

Taking money out of your firm

by Irving L. Blackman

Most successful closely held corporations are built by an army of one—the overworked, energy-charged entrepreneur with a vision. Survival usually is the first priority. Then profits and building corporate equity become business goals. Finally, success appears. Now, the goals shift—getting money out of the corporation becomes top priority.

Here is a list of the major ways to take money out of a closely held corporation, ranging from the best to the least desirable:

- Payments deductible by the corporation, which are tax-free to the shareholders and provide a current benefit. These include: Fringe benefits, such as medical and legal reimbursement plans; group term-life insurance (up to \$50,000); travel and entertainment expense reimbursements; and tuition assistance.

- Pension and profit-sharing plans to the extent the participant/owner/shareholders can borrow from the plan. The law limits participant loans to the greater of \$10,000 or half of the participant's vested benefit, but not more than \$50,000.

- Payments that are deductible to the corporation and taxed to the

shareholder, but provide a current benefit. Examples include salaries and bonuses.

- Payments that are currently deductible to the corporation, are taxable to the shareholder when received, but will not be received until later. The typical pension and profit-sharing plans fit in here.

- Payments that are nondeductible to the corporation, but result in current benefits to the shareholders, do not have to be repaid, and result in capital gains (or losses). This is the world of stock redemptions.

- Payments that are nondeductible to the corporation and fully taxable to the shareholder. This is the last and least desirable method, the dividend option.

Nontax considerations should, of course, be made as well. The ranking is, at best, suggestive only, and should be modified to your unique facts and circumstances. No matter how you juggle the list, dividends will come up at last!

Send for the special report, *How*

The author, an attorney and a certified public accountant, is senior partner at Blackman, Kallick and Co., Chicago and author of "Winning the Tax Game."

To Take Money Out of Your Closely Held Corporation, \$21 to: Blackman, Kallick & Co., Ltd., 180 N. LaSalle St., Chicago, IL 60601.

Compare deductions

Everyone knows it: The more you deduct, the less your tax. On the other hand, this is also a fact: The greater your deductions, the greater your chance of a tax audit. Every year, the IRS gives you a peek at the deduction level of your fellow taxpayers. The accompanying chart takes a look at the deductions taken on 1983 tax returns filed in 1984.

The medical expense deduction is a bit of a fooler because only expenses in excess of five percent of adjusted gross income are deductible. Because of this, most taxpayers claim no medical expense deduction.

Don't get overwhelmed by how much the other guy deducts. There is no such thing as an average deduction. Use the figures only for comparison. The rules are clear: You can only deduct expenses actually paid. In addition, if you are audited, you must prove your deductions. So, keep your receipts and other documentation.

NATIONAL AVERAGE DEDUCTIONS CLAIMED FOR 1983

Deduction	30-40*	40-50*	50-75*	75-100*	100-200*
Medical Expense	\$1,405	\$1,872	\$2,741	\$5,900	\$ 8,544
Taxes	2,690	3,437	4,711	6,833	10,580
Contributions	900	1,113	1,553	2,697	4,860
Interest	3,778	4,679	6,259	9,187	13,375

* Adjusted gross income in thousands of dollars

Chains boost TV ad expenditures

Restaurant and fast food chains increased their television advertising budgets significantly more than the total increase for all TV advertisers in 1984, the Television Bureau of Advertising reports. The foodservice segment increased spending a whopping 31 percent, to \$929.8 million; TV advertising as a whole rose only 18 percent, to \$8.5 billion, a hefty \$1.5 billion increase over 1983.

The restaurants continued to spend a greater portion of their advertising dollars on spot television. The 1984 expenditure was \$577.6 million, up 16 percent from the year earlier. Still, they seem to be favoring more network ads. Although the dollar figure they spent on network ads was less than for spot—at \$352.1 million—the increase was a tremen-

dous 65 percent over 1983.

Only one other advertising group increased its ad spending more on network TV, and that was consumer services (telephones, credit cards), which doled out an amazing 73 percent more money over 1983.

Nine groups spent more than the restaurant group on network advertising, led by the food and food products category, which far exceeded any other advertiser category by spending \$1.4 billion. (Confectionery and soft drink advertisers spent an additional \$369.4 million.)

Out of all retail network advertisers, however, the restaurant group's \$352.1 million was the most spent. Food stores and supermarkets, although they increased spending 453 percent, spent only \$8.7 million, and

U.S. hotels and resorts decreased spending by 15 percent to \$17.3 million. Department stores were second to restaurants spending about half with \$173.4 million.

Restaurants spent more than food stores and U.S. hotels on spot TV ads too. The foodservice group spent \$577.6 million, compared to \$243.9 million for food stores and supermarkets and \$57.7 million for U.S. hotels and resorts.

In both network and spot television, six companies that own restaurants ranked among the top 25. McDonald's, which increased its spending 101 percent for network and decreased it 13 percent for spot TV, ranked 10th on the list of network advertisers. Other companies

continued on page 158

TOP 15 RESTAURANT AND FAST FOOD CHAIN ADVERTISERS NETWORK AND SPOT TELEVISION - 1983 vs. 1984 **

	1983			1984			% Change
	Network	Spot	Total	Network	Spot	Total	
1. McDonald's	\$80.9	\$105.0	\$186.0	\$162.5	\$91.5	\$254.0	+37
2. Burger King	35.6	46.8	82.5	51.3	78.1	129.4	+57
3. Wendy's	18.7	31.0	49.7	34.7	38.8	73.5	+48
4. Kentucky Fried Chicken	30.6	19.2	49.8	39.2	23.7	62.9	+26
5. Pizza Hut	17.0	30.1	47.2	18.2	40.0	58.2	+23
6. Red Lobster Inns	7.7	21.1	28.8	13.6	16.2	29.7	+3
7. Taco Bell	—	18.6	18.6	—	28.5	28.5	+53
8. Hardee's	—	17.6	17.6	7.0	18.5	25.5	+45
9. Long John Silver's	—	17.6	17.6	—	19.6	19.6	+11
10. Denny's	12.2	4.5	16.6	15.3	3.6	18.9	+14
11. Jack-in-the-Box	.2	14.8	15.0	—	13.3	13.3	-12
12. Arby's	6.3	7.7	13.9	4.4	8.1	12.6	-10
13. Sizzler	—	8.8	8.8	—	11.2	11.2	+26
14. Dairy Queen	—	10.6	10.6	—	11.0	11.0	+3
15. Godfather's Pizza	—	8.1	8.1	—	9.0	9.0	+12
Category Total*	\$213.4	\$498.1	\$711.5	\$352.1	\$577.6	\$929.8	+31

Source: Television Bureau of Advertising from Broadcast Advertisers Reports Data.

*Total includes all restaurant and fast food advertisers.

** Figures are rounded and in millions.

OUR COMMUNITY NEEDS MORE CORPORATE HEROES.

The United Way volunteer gives a gift that's hard to measure.

Because without his or her contribution of time, energy and dedication, the community services and local programs of United Way simply cannot exist.

United Way has much to do in our community. From day care for the young to services for the elderly.

So this year, be generous.

Give yourself.



United Way

THANKS TO YOU IT WORKS
FOR ALL OF US



continued from page 152

on the network top 25 list include General Mills, Pillsbury, R.J. Reynolds, Ralston Purina, and PepsiCo.

The list of the top 25 local/retail television advertisers is where the restaurant industry makes the strongest showing with seven companies. The top four on the list are: McDonald's, Pillsbury (Burger King), PepsiCo (Pizza Hut, Taco Bell), and Wendy's International, respectively. Other foodservice advertisers are R.J. Reynolds Industries (Kentucky Fried Chicken), Jerrico (Long John Silver's), and General Mills (Red Lobster Inns).

As usual, McDonald's spent far more than any other foodservice company on combined TV advertising in 1984. Its total expenditure of \$253.9 million (\$162.5 million, network and \$91.5 million, spot) was 37 percent more than 1983.

Its two closest contenders, Burger King and Wendy's, increased their ad spending a whopping 57 percent and 48 percent respectively, but combined still don't come close to reaching McDonald's expenditure. Burger King spent \$129.4 million (\$51.3 million, network and \$78.1 million, spot), and Wendy's spent \$73.5 million (\$34.7 million, network and \$38.8 million, spot). For the first time, Wendy's outspent chicken giant Kentucky Fried Chicken, which even with a 26 percent increase fell behind to fourth place, by spending a total of \$62.8 million on TV advertising (\$39.1 million, network and \$23.7 million, spot). The other big spender was Pizza Hut, which increased its advertising budget by 23 percent to \$58.1 million (\$18.2 million, network and \$40.0 million, spot).

Others who increased their ad budgets considerably were: Taco Bell, up 53 percent; Hardee's, up 45 percent; Sizzler, up 26 percent; Denny's, up 14 percent; Godfather's Pizza, up 12 percent; and Long John Silver's, up 11 percent. For Hardee's, its \$7 million expenditure on network ads marked a first there.

Jack In The Box and Arby's were the only two companies of the top 15 to cut their ad budgets—by 12 and 10 percent, respectively.

Analyzing shifts in restaurant growth

Across the country the total number of restaurants has increased 2.78%. Consumers can now choose from the great variety of over 300,000 restaurants.

Today's changing consumer tastes and geographic locations are causing new shifts in the restaurant industry. Across the country the total number of restaurants has increased 2.78% from 1983 to 1984, according to the National RECOUNT study.

The numbers of restaurants in certain food categories are growing at a faster pace than others. Oriental restaurants and upscale full menu restaurants were the fastest growing categories in 1984. Both are up 10%, way above the national average. Chicken restaurants are up 7% while pizza is growing at 6%.

Pizza establishments now slightly outnumber hamburger restaurants. Pizza restaurants account for 10.3% of total restaurants in the U.S. while hamburger restaurant units make up a slightly lower proportion of 8.8%—after having increased by only 4.0% this year. Mexican restaurants are still growing at an above average rate, but are slower than their rapid expansion over the past several years. The 4% growth rate in number of units in both the hamburger and the ice cream categories has also outpaced the rest of the industry in '84.

Ice Cream restaurants remain in the number three spot from 1983 and account for 6% of the nation's establishments. Oriental (4.4%), family full menu (4.1%), Mexican (3.9%), and chicken (3.6%) restaurants are all similar in proportion among the total restaurants.

Regional growth is faster in certain areas than others due to population migration and regional preferences. Even so, there is no overall restaurant decline in any of the nine census regions. In fact, the slowest growing region is the Eastern North Central, which is still up about 4.0%. The fastest growing region is the South Atlantic (5.4%) followed by the Pacific region (4.3%), Mountain Region (3.5%) and West/South Central Region (3.2%).

The New England census region is mainly dominated by pizza restaurants. A little over 13% of all restaurants are pizza units. Ice cream is the second category that captures a fair size of all eating establishments in New England at 6.0%. Hamburger operations take the back seat in this

region since they only account for 4.7% of all restaurants. The New England census region has the lowest proportion of hamburger establishments in the country.

In the Middle Atlantic region, pizza restaurants account for well over 13% of all eating establishments. In fact, this particular region has the highest concentration of pizza restaurants in the U.S. Hamburger units account for 5.2% of the total market, still below the national average of 8.8%. Oriental and ice cream restaurant categories outnumber hamburger restaurants here. Each category, Oriental and ice cream, accounts for 5.5% of total restaurants, both above the national average. Italian restaurants fare well in the Middle Atlantic region and are well

Restaurant growth by category

Categories	Above average growth
Oriental	10%
Upscale Full Menu	10%
Chicken	7%
Pizza	6%
Mexican	4%
Ice Cream	4%
Hamburger	4%
	Below average growth
Cafeteria	1%
Fish/Seafood	1%
Steak	1%
Italian	1%
BBQ	*

*Less than 1%

TOTAL U.S. RESTAURANTS BY REGION *

MENU CATEGORY	Total US	New England	Middle Atlantic	E/N Central	W/N Central	South Atlantic	E/S Central	W/S Central	Mountain	Pacific
Restaurants	302,837	16,538	45,678	50,929	22,162	44,531	15,195	40,908	17,608	49,291
Sandwich Menu	39,010	1,521	4,297	6,936	2,887	6,573	2,501	5,839	2,402	6,054
Hamburger	26,585	777	2,306	4,227	2,282	4,227	1,972	4,286	1,669	4,293
Roast Beef	2,150	87	396	546	129	450	96	154	140	152
Hot Dogs	2,526	57	291	736	75	266	116	338	142	503
Subs	3,766	383	742	524	191	748	84	428	239	427
Other	3,983	217	472	455	200	882	233	633	212	679
Deli/Bagel	4,076	239	704	475	204	655	156	326	247	1,070
Chicken	10,879	216	732	1,872	204	2,328	935	2,133	520	1,485
Pizza	31,053	2,213	6,334	8,797	2,157	4,003	1,319	2,710	1,640	3,880
Fish/Seafood	8,531	545	1,052	984	315	2,189	666	1,216	270	1,294
Steak Menu	7,751	300	815	1,283	745	1,536	589	1,077	521	885
Family Steak	3,568	98	296	653	311	874	369	441	211	315
Upscale Steak	838	39	94	90	45	165	31	175	57	139
Unclassified Steak	3,345	163	425	540	389	497	189	458	253	431
Ethnic Menu	32,063	1,357	4,583	3,900	1,753	3,704	727	4,488	2,398	9,153
Mexican	11,851	116	410	1,265	829	909	301	2,704	1,331	3,986
Oriental	12,487	697	2,522	1,497	633	1,581	273	1,172	604	3,508
Italian	4,096	358	1,014	573	141	659	84	246	253	768
French	1,285	84	234	107	36	235	25	125	78	361
German	338	11	43	67	25	36	3	31	26	96
Spanish	144	3	26	6	4	25	1	30	10	39
Greek	618	34	95	117	32	117	12	44	43	68
Indian	189	6	66	18	5	28	1	14	6	45
Soul Food	124	1	9	17	5	31	8	18	3	32
Other	931	47	164	177	43	83	19	104	44	250
Barbecue	5,228	26	134	488	249	1,096	632	1,912	146	545
Full Menu	14,075	909	1,581	3,116	1,069	2,161	872	1,207	823	2,337
Family Style	12,324	848	1,394	2,900	977	1,880	784	916	718	1,907
Upscale	1,751	61	187	216	92	281	88	291	105	430
Crepe	145	6	26	19	4	28	4	6	9	43
Pancake/Waffle	1,873	88	112	256	110	579	167	186	156	219
Cafeteria	2,624	21	96	352	240	611	178	642	164	320
Ice Cream	18,104	960	2,490	3,415	1,636	2,363	980	2,631	1,083	2,546
Donut	4,771	479	663	793	403	511	147	472	273	1,030
Refreshment	3,210	128	342	529	245	478	179	611	159	539
Specialty Menus	2,330	110	223	342	85	374	106	386	157	547
Natural/Health	763	37	96	81	28	111	25	92	72	221
Yogurt	296	5	29	5	5	22	6	102	20	103
Potato	238	3	21	32	14	43	7	63	18	37
Pretzel	109	1	17	23	6	18	6	25	5	8
Soup	286	46	26	28	8	28	11	39	21	79
Chili	286	1	4	147	20	13	34	26	12	29
Biscuit	189	2	6	6	6	125	16	30	3	7
Fondue	32	1	8	11	4	3	1	9	2	58
Other	131	14	23	9	4	11	1	9	2	58
Miscellaneous	22,658	1,330	4,320	2,553	2,882	2,216	1,128	3,342	1,399	3,488
Truck Stops	763	8	45	183	112	107	78	144	64	42
Cafes	11,284	464	644	1,242	2,256	777	676	2,248	1,001	1,976
Coffee Shops	3,584	198	803	366	197	301	79	350	195	1,095
Grills	2,388	93	467	417	169	526	169	296	64	187
Diners	2,336	286	1,129	200	103	258	88	176	36	60
Luncheonettes	2,303	281	1,232	165	45	247	38	128	39	128
All Other Rests.	94,456	6,090	17,174	16,816	6,520	13,126	3,909	11,724	5,241	13,856

SOURCE: RECOUNT 1984

* Unit indicates concentration by region

continued on page 202

above the national average at 2.2%.

The fast growth in the South Atlantic region (5.4%) can be attributed to hamburger and pizza restaurants. Hamburger outlets account for the majority of eating establishments in the South Atlantic at 9.5%, up 4.5% from last year. Pizza is the second most prevalent restaurant category in this census region with 9.0% of units. Third are ice cream establishments at 5.3%. In particular, the South Atlantic census region has the highest proportion of fish/seafood restaurants (4.9%).

In the East South Central, hamburger units account for 13% of total restaurants. This census region leads in the hamburger category across the United States. The East

South Central also has the highest concentration of chicken establishments at 6.2%—way above the national average of 3.6%. Pizza and ice cream restaurants are the next establishments that lead in this region at 8.7% and 6.4% respectively. As would be expected in this census region, barbecue restaurants are widespread at 4.2%, much higher than the 1.7% national average. Oriental, Mexican and Italian are all below the national average in this region.

The West South Central region's above average growth rate of 3.2% can be attributed to the high concentration of hamburger, Mexican and pizza restaurants. Mexican restaurant popularity is probably related to the Mexican influence in this part

of the country.

As in 1983, pizza concentration remains the lowest in this particular census region in comparison to the total U.S. The West South Central region has the highest proportion of barbecue restaurants, over double the national average at 4.7%, slightly above the level in the East South Central region.

The East North Central, which accounts for the largest proportion of restaurants in the total U.S., is dominated by pizza establishments (13.3%) and secondly by hamburger units (9.2%). Family full menu restaurants are concentrated in this region at 5.7% of total restaurants. Ice cream establishments are above the national average at 6.7%, second to the West North Central for concentration.

Ice Cream establishments located mainly in the West North Central census region account for 7.4% of total restaurants. Hamburger units (10.3%) and pizza units (9.7%) are the two leading restaurant categories within the region.

Although not the most concentrated region with steak units, the West North Central is above the national average at 3.4% of restaurants being steak restaurants. This region has the lowest concentration of fish/seafood establishments in the country at 1.4%.

A somewhat higher concentration of Mexican restaurants exists in the Mountain census region (7.4%). The most prevalent eating establishments within the region are hamburger restaurants and secondly, pizza restaurants. Chicken, Oriental, fish/seafood and barbecue restaurants are slightly below the national average. Italian restaurants in the Mountain census region are on a par with the national average at 1.4%.

The highest concentration of Mexican restaurants is in the Pacific census region, accounting for a little over 8.0% of total restaurants. There are more Mexican restaurants than pizza restaurants in the Pacific. Oriental restaurants are also more concentrated in this census region.

continued on page 204

Restaurant growth by state

States	Above average growth
Wyoming	12.9%
Nevada	8.3
Florida	7.9
Rhode Island	7.6
Utah	7.3
District of Columbia	6.3
New Mexico	6.1
Louisiana	6.2
Tennessee	6.0
Delaware	5.8
Virginia	5.7
South Carolina	5.3
Iowa	5.0
California	4.8
Georgia	4.8
Below average growth	
New Hampshire	-1.7%
Missouri	-1.6
Arkansas	-2
Hawaii	-2
Indiana	-2
Wisconsin	.3
Ohio	.3
Vermont	.3
South Dakota	.5
North Dakota	1.3
Mississippi	1.6
Maryland	1.7

comprising 7.1% of total restaurants. Hamburger and pizza restaurants are not as prevalent in the Pacific census region and fall below the national average at 8.7% and 7.9%, respectively. The Pacific census region also has the lowest concentration of ice cream establishments in the country (5.2%).

The restaurant growth rate on a state-to-state basis is scattered across the U.S. Some large percent growth changes in states such as Wyoming (12.9%), Rhode Island (7.6%), Delaware (5.8%), District of Columbia (6.3%) and New Mexico (6.2%) are a result of a few restaurant expansions from an originally small base of restaurants.

Nevada's restaurant growth (8.3%) is a result of new pizza restaurants. Twenty-four units opened in 1984 specializing in pizza.

Florida's continued growth (7.9%) is attributed to pizza (149 units), chicken (115 units), ice cream (106 units), and hamburger (100

units) restaurant expansions.

Utah, at 7.3% growth is expanding mainly in chicken restaurants (20 units) followed by steak restaurants (14 units).

Louisiana's 6.2% expansion in 1984 is a result from new Oriental restaurants (42 units), chicken restaurants (32 units) and hamburger restaurants (27 units).

Tennessee's growth at 6.0% is attributed to additional hamburger restaurants (81 units), chicken restaurants (63 units) and pizza establishments (62 units).

Virginia, growing at a rate similar to Tennessee, is at 5.7%. An increase in pizza restaurants (53 units) as well as Oriental restaurants (43 units) has spurred this growth.

South Carolina's rate of expansion (5.3%) is accounted for in the opening of 20 new pizza units and 10 ice cream restaurants. Again, a small base of original restaurants causes a large percent growth rate to appear.

Still above the national average is Iowa at 5.0% growth. Fifty-four units of ice cream establishments and 35 units of chicken restaurants account for this growth.

California, at 4.8% growth from 1983 to 1984, is expanding primarily in hamburger restaurants (219 units), pizza restaurants (290 units) and Mexican (152 units).

Georgia, also at 4.8% growth, is mainly expanding in chicken restaurants (45 units) and hamburger restaurants (37 units). □

The number of restaurants per region, state and selected Standard Metropolitan Statistical Areas was provided by RE-COUNT, a service of Restaurant Consulting Group, Inc., Kenilworth, IL. RE-COUNT (Restaurant Count by Market) delineates the presence and count of chain and independent restaurant units for every market in the contiguous 48 states and for every county within each market. The report provides the number of restaurants in each of 32 categories, classified by the type of food served or operation format. The first RE-COUNT was completed in the Spring of 1982 and is updated annually. The data in this report reflects counts as of Spring 1984.

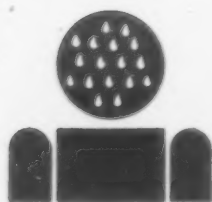
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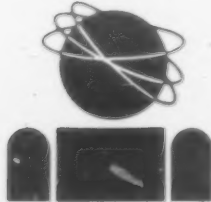
PAIN IN THE NECK



PAIN IN THE CHEST



SEVERE SWEATING



DIZZINESS

DON'T GIVE THESE SIGNALS A SECOND THOUGHT.

ACT IMMEDIATELY.

These signals may be the warnings your body gives you of a heart attack. And by ignoring them, you could be risking serious problems. Remember each year 350,000 Americans die from heart attacks before reaching the hospital. Often after much delay ignoring these warning signs.

So learn to recognize the symptoms of a heart attack. And when you see one or feel one, act quickly. As soon as you recognize a signal seek help immediately from a paramedic. Or get to an emergency room the fastest way possible.

You may not have a second to spare.

WARNING SIGNALS OF A HEART ATTACK

1. An uncomfortable pressure, fullness, squeezing or pain in the center of your chest behind the breastbone.
2. The sensation may spread to your shoulders, neck or arms. If it lasts for two minutes or more, you could be having a heart attack.
3. Severe pain, dizziness, fainting, sweating, nausea or shortness of breath may also occur, but are not always present.